Received Feb. 1st 1912 From Mrs. Allabee

RELATION OF THE WOMAN'S BOARD OF HOME MISSIONS TO THE BOARD OF HOME MISSIONS.

M. KATHARINE BENNETT.

Some of the following SUGGESTIONS may seem revolutionary: careful study has led to their presentation for consideration.

The sole desire is the achievement of the simplest and most effective administration of the business affairs of the Woman's Board, the abolishment of any cumbersome methods that may have developed, and the securing of such economy of administration as is compatible with efficiency. To such plans (when the united study of all shall have approved) all should be ready to give hearty support.

It is not a criticism of the past when one says it has been manifest for some time that the present method of office and field administration of the Woman's Board of Home Missions has become inadequate to meet the demands of so greatly increased an organization. These methods may not have taxed too severely when the work done was smaller, but all systems may be outgrown; many of the present adjustments have developed to meet emergencies and have not been part of a definite, accurately prepared plan.

As the question of the relations of the Board of Home Missions and of the Woman's Board has now been opened in considering incorporation, the best good will be served by a frank examination of the whole situation, and by such readjustments as will meet present exigencies and provide for such future development as will make unnecessary a constant discussion as to the status of the Woman's Board to the detriment of the work, and also introducing an element of tentativeness into all plans.

There are two distinct phases to the work of the Woman's Board: viz. (1) the securing of the funds necessary for the continuance of its mission work - (2) the expenditure of these funds in the mission fields. Any re-adjustment should take into consideration the two branches of the work, and devise a policy that shall secure concentration of responsibility and simplicity of administration, combined with efficiency and economy.

One difficulty that will arise in this discussion is that certain terms have been continued in service beyond the point of accuracy. Phraseology, per se, makes little difference - it is only that a correct impression may be conveyed. When the Woman's Executive Committee was organized, to speak of it as "a department of the Board of Home Missions" doubtless conveyed a correct impression; but if "it was not contemplated that its functions should be administrative, but money raising only" (Mr. H. C. Olin), then as there have been developed under the Board such "departments" as the Indian, Immigration, Church and Labor, etc., the use of the same term to designate the relationship of these branches and of the Woman's Board of Home Missions to the Board cannot correctly convey a sense of actual conditions.

These arms, or "departments" of the Board are for information, planning, etc., and they are regularly considered in Board meetings, their heads being Board officers - they are not producing"departments", but draw on the General Treasury of the Board for all administrative and field expenses.

The Woman's Board, on the contrary, is a producing, self-supporting "department": it is responsible for expenditures incurred for the administration of its office and field work, and for all expenses incidental to said field work - it has no claim on the General Treasury of the Board, has but seldom profited by gifts therefrom, and in past emergencies of

the Board has aided it.

These methods were adopted many years ago with the sanction of the Board of Home Missions, and of necessity the Woman's Board"has become a competitor of the parent Board", (Mr. Olin) in certain efforts to secure funds, said funds being necessary to the growth and enlargement of the work urged by the General Assembly and by **The** Board of Home Missions on the Woman's Board.

Such a situation has demanded a difference in method of approach to its constituency, a difference in administration from that of the "departments"and the Woman's Board has been allowed and encouraged to develop a centre of administration of its own: therefore, that discussion may be accurate, there is certainly needed a nomenclature which shall convey the true impression of this parallellism.

Further,there has been developed under the sanction of the Board of Home Missions, a standing of the Woman's Board of Home Missions and a method of work, that are not formally recognized in the By-Laws of the Board, nor by some of the present officers: such a situation leaves the Woman's Board, with the very large interests it has at stake, and morally responsible to a large constituency, subject to changed methods as new administrations may come into the Board of Home Missions. This is scarcely a fair situation - the Woman's Board could develop more logically and more consistently under a definite policy framed to meet existing conditions: the situation must be dealt with as it has developed,not as it should in any opinion have developed.

In making such necessary adjustments no officer of either Board can consider standing on technicalities, or on the advancing of the authority of either Board as an end in itself, but rather all will search for the expedient, for that method of adjustment which will secure the most hearty

co-operation on the part of the constituency of the Woman's Board and will make for the greatest advancement in that field of labor assigned by General Assembly to the Woman's Board of Home Missions.

While fully recognizing that the Woman's Board has no legal existence, and is responsible only as a part of the Board of Home Missions, [redacted] it must again be reiterated that whatever the original purpose in the formation of the Woman's Executive Committee may have been, there has been allowed to grow up a condition that has made the Woman's Board seem to its constituency and to a great extent to the Church at large a distinct, responsible entity. (Witness the surprise when it became known to said constituency that the Woman's Board carried no bank account, etc.)

A step backward in self-management would be most unpopular with said constituency, and only such autonomy as is consistent with the relations of the Woman's Board to the Board of Home Missions and to the highest Ecclesiastical Court of the Church would secure cordial adherence and support from this constituency.

There would seem to be at least three possible methods of readjusting the relations of the two Boards. These are here presented for consideration.

SOLUTION I.

THE INCORPORATION OF THE WOMAN'S BOARD.

This would, according to present advices, seem to be impossible except by the sacrifice on the part of the Woman's Board of large property interests. If this be true, this solution would be unacceptable to many.

The arguments for and against this Solution have been so often repeated that they will be omitted here.

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Under this head has been suggested the closer union of field and administration of the two Boards, the bringing of them more nearly into those relations that were doubtless, the original plans for the Woman's Executive Committee. A study of these suggestions seems to indicate that to bring about the necessary changes and to cause the new arrangement to work smoothly and effectively, it would be necessary not only to construct a new administrative method, but also to destroy much of the present system.

I. It would be necessary to abolish the Treasury Department of The Woman's Board of Home Missions, and to have <u>one</u> receiving as well as <u>one</u> disbursing agency.

II. The relegation of the Woman's Board to a department, in the sense the term is used for other arms of the service would logically call for <u>one General Treasury</u> into which <u>all funds</u> should go and from which <u>all departments</u> would be budgeted. Otherwise present difficulties would hardly be overcome.

III. The increased detail work suggested for a Joint Conference, increased School Committee, or some other agency of men and women would remove from the present Advisory and Executive Committees of the Woman's Board most of their work and relegate them to the work of building up organization, securing funds, etc., a work that is now done by the administrative officers through Synodical and Presbyterial agencies. In short it would be the placing of the Woman's Board of Home Missions on the same basis as are the six Women's Board of Foreign Missions.

In this day of increased co-operative effort, such a movement seems logical, and in so far as a clear-cut field administration is to be sought for, a close union at headquarters might secure.

There seems, however, no reason why such cannot be secured by consulting Boards working in harmony, as well as by one joint committee.

While in the constituency there would be serious objections to Solution II, some would doubtless welcome it as a forward step. At headquarters there would be almost unanimous disapproval on the part of the Woman's Board members.

SOLUTION III.

I. This would plan that the essential unity of the Board of Home Missions and of the Woman's Board should be maintained, the Woman's Board remaining a co-ordinated part of Assembly's Board, but would claim that the time has come when formal recognition of the Woman's Board as a distinct, producing, responsible part of the Board of Home Missions should be accorded.

II. That this recognition should define the status of the Woman's Board, its fixed responsibilities as to fields of labor, and its authorized powers as to (1) securing funds, (2) the administration of its office and field work, and (3) its relation to the Board of Home Missions.

III. That such changes should be made in the By-Laws of the Board of Home Missions as would accord this recognition and this definite position; e.g.- all By-Laws of the Assembly's Board apply to the Woman's Board, as a part of the whole: there is but one Secretary of the Board of Home Missions, (Section II) and all others are Assistant Secretaries. This leaves, in a close analysis of the situation, the officers of the Woman's Board, where there is a Secretary, Associates and Assistants, in

an untenable position. A few changes in the By-Laws could make clear the situation and define for future administrations the relationships of the two Boards not only in this matter but in all others according to the plan that shall finally be adopted.

IV. That in the division of the fields of labor distinct lines should be laid that confusion and overlapping of effort shall be avoided, and that these lines shall be as follows:

(a) The Board of Home Missions to carry on (1) all work of evangelization, founding and maintaining churches and missions, (2) such Bible training work as may be necessary to supply missions with properly qualified ministers and helpers, and (3)(such community work as is done by Bible Readers, district nurses, or trained workers of any kind whose efforts are of necessity co-related to the work of the pastor, and whose work should be under his guidance.) The community worker is essentially evangelistic: her direction therefore should be evangelistic and should come directly under the local evangelistic head and thus indirectly under the care of Presbytery: in this way there would be prevented the untenable administrative position of a head and an assistant each responsible to a different body. Such instances as Lackawanna Presbytery and Calumet, Mich., show this.

(b) The Woman's Board of Home Missions to conduct (1) all school work, except as noted in (a)(2) above, and (2) all hospital and medical work wherever located, except as done by district nurses serving as pastor's assistants, (3) only such community work as is done in connection with the schools under the Woman's Board, where the worker is a teacher, or responsible to the Superintendent of the School only, or in communities where there is no pastor and the worker can be responsible to the Woman's Board without bringing about any conflict of authority.

N. B. "The development of the proper relation of the educational to the evangelistic work should be the task of the executive officers of the Boards in charge of these respective fields of Christian activity; but the actual local administration should be the function of men whose professional training fits them for the work attempted. Let the school work, then, be administered by school men, the evangelistic work by pastors."

V. Field Supervision of the work of the Woman's Board of Home Missions.

To establish work in the mission fields is of comparative simplicity: to properly supervise, develop, co-ordinate this work is more difficult. Long range supervision, from New York to the distant fields, must be more or less nominal, and when entrusted to those whose whole training has been theological rather than pedagogical can hardly be scientific - (it need be none the less evangelistic because of such supervision).

The appointment of two Field Superintendents, with headquarters at Asheville, for the Mountain Field, and at Albuquerque for the South-Western field; and the making of the head of the Guines School, Cuba, and of the Mayaguez School, Porto Rico, the superintendents of the school work being done under the Woman's Board in those Islands, would for the present meet the needs. A few stations, as Sitka, Good Will, etc., could be held responsible directly to the School Department at headquarters.

VI. <u>OFFICE ADMINISTRATION.</u>

(a) <u>School Department.</u> Under a system of Field Supervision, this department should be relieved of much detail work, and the Superintendent of Schools be left free for such constructive work along the lines of administration and policy as is not possible under the present system.

As the Superintendent of Schools is an officer paid by the Woman's Board, and carrying on its work, he should be chosen and elected by that

I wish a new Letter for Sch. Dept.

body, and his name should be listed on its stationery and in all places where the officers of the Woman's Board appear. By virtue of his position he should also be an officer of the Board of Home Missions, in attendance upon their meetings.

(b) <u>The Treasury.</u> There should be created for the Woman's Board a new system in this department, by which all funds shall be received and receipted for as at present, but by which all books relating to expenditures now kept in the Treasury Department of the Board of Home Missions, should be kept in the Treasury Department of the Woman's Board of Home Missions. The Treasurer of the Woman's Board should make daily deposits through the Treasurer of Assembly's Board, carefully designating accounts to which sums should be assigned. The Treasurer of the Board of Home Missions should make payments from the accounts of the Woman's Board only upon duly certified requisitions and would keep only books to show "corresponding accounts for receipts".

The Treasurer of the Woman's Board would further be the Purchasing Agent for said Board, except in agreed cases where economy and efficiency could best be obtained by unified purchasing. (Needed change in By-Laws of The Assembly's Board.)

(c) A clearly defined policy as to the presentation of the cause of Home Missions to Sunday Schools and Young People's organizations should be adopted: the present uncertainty is not only difficult in administration, but unfortunate in the position presented to the church at large. It may be said that clearness would result if the plan of the Foreign Board were adopted - having the Board of Home Missions care for Sunday Schools, and the Woman's Board for Young People's Societies. In making this suggestion possible modifications owing to the existence of the Young People's Department at Philadelphia, and further legislation along

that line by General Assembly and the Executive Commission must be kept in mind.

(d) The Literature Department serves its purpose as a Joint Department and there may be no need of making changes there.

VII. BUSINESS PROCEDURE.

(a) All business to be presented to the Woman's Board should first be considered in Conference by the officers of the Woman's Board.

(b) There should be a bi-weekly Joint Conference of the Secretary and Treasurer of Assembly's Board and of the Superintendent of Schools and the Secretary and Treasurer of the Woman's Board of Home Missions, to which Conference should be submitted, after discussion in the Office Conference of the Woman's Board, all questions in which there may be any joint interest. To this Conference shall also be submitted all important matters needing adjudication on the mission fields where a difference of opinion may have arisen between the Workers of the Woman's Board and such workers as are being aided by Assembly's Board. Other officers to meet with this Joint Conference as matters, relating to the work assigned to them, are considered.

(c) The Recommendations of either of above Conferences, (a) and (b), to be submitted to the Woman's Board for action by that body, or by such Executive Committee as shall be designated by that body.

(d) The School Committee should consist of not less than five members of Assembly's Board and of three members of the Woman's Board, said members being appointed by their respective Boards at the first regular Board meeting after the Annual Meeting of said Board.

The ex officio members of this Committee shall be the five regular members of the Joint Conference, such other officers of either Board as may be desired to be called to attendance by the Chairman of the Committee.

(e) To this School Committee shall come for discussion, after action by the Office Conference of the Woman's Board, all matters relating to new work, to changed policies, to requests for aid in excess of the budget, and such matters relating to administration as may seem to need its consideration. All important actions of this Committee to be submitted first, to the Woman's Board, and then, if approved by this body, second, to the Board of Home Missions for ratification.

The function of the present Building Committee could be performed acceptably by the School Committee under the proposed re-adjustment.

It shall be the further duty of this Committee to aid in working out a plan for a more definite and satisfactory plan for co-relating the two branches of the work in various Presbyteries.

To this Committee should be submitted in February the Annual Budget of the Woman's Board, after the same has passed the Joint Conference: said Budget should then go the the Woman's Board for ratification and after that to the Assembly's Board.

VIII. THE WOMAN'S BOARD.

This body should be limited in number, hold frequent meetings and be made most responsible.

Such changes in its Standing Rules should be made as would bring them into accord with the new arrangements.

It is suggested however that the personnel and the duties of the present Committee on Appointments remain unchanged.

Folder 43: Board of Home Missions-- "Relation of the Woman's Board to the BHM," by Katharine Bennett, 1912

THE BOARD OF HOME MISSIONS
OF THE PRESBYTERIAN CHURCH IN THE U.S.A.
D. STUART DODGE, D. D., PRESIDENT
CHARLES L. THOMPSON, D. D., SECRETARY
JOHN DIXON, D. D., ASSOCIATE SECRETARY
JOSEPH ERNEST McAFEE, ASSOCIATE SECRETARY
HARVEY C. OLIN, TREASURER

DEPARTMENT OF SCHOOL WORK
DAVID R. BOYD, PH. D., SUPERINTENDENT
156 FIFTH AVENUE
NEW YORK

WOMAN'S BOARD OF HOME MISSIONS
MRS. DARWIN R. JAMES, HONORARY PRESIDENT
MRS. F. S. BENNETT, PRESIDENT
MISS JULIA FRASER, SECRETARY
MRS. M. J. GILDERSLEEVE, ASSOCIATE SECRETARY
MISS V. MAY WHITE, TREASURER
MISS M. JOSEPHINE PETRIE, YOUNG PEOPLE'S SECRETARY
MRS. D. E. FINKS, EDITOR OF HOME MISSION MONTHLY

Memo. for Mrs. Bennett.

June 20th, 1911.

We shall assume as axiomatic that organized Christian effort is the crying need of the day. The relation of the Bible reader, or Sunday-school worker, or district nurse, or a community worker of whatever kind you please, to the administrative head of the church organizations on any given field ought therefore to conform with the simplest principles at least of effective executive direction.

The community worker is essentially evangelistic. Her direction therefore ought to be evangelistic. The work of the school is primarily pedagogical. Its direction must therefore, in order to be efficient, be pedagogical.

The community worker is primarily, or ought to be primarily, a pastor's assistant. It is absolutely impossible, in my mind, for a community worker to be an effective assistant to the pastor without being subject to his direction. For example take the conditions of Jarrolds Valley: Miss Jackson and Miss Newcomb have been there for ten years. They feel accordingly entitled to the first position as religious leaders of the community. The work comes under presbytery; a pastor is sent to the church; confusion ensues. Why? Because Miss Jackson and Miss Newcomb realize that they are not subject to the direction of the pastor but are responsible primarily to a New York office.

The present condition in my mind is a source of great embarrassment to effective pastoral work, and tends to defeat the very object to accomplish which we are all laboring so earnestly.

All Christian work should be related, and I feel that the Home Mission work falls into two distinct channels - evangelistic and educational. To sum up the argument, the administration should be intelligent. There ~~could not~~ cannot be intelligent administration without scientific knowledge. Scientific knowledge of ~~educational~~ evangelistic work belongs to one profession. Scientific knowledge of school work belongs to another. The development of the proper relation of the educational to the evangelistic work should be the task of the executive officers of the Boards in charge of these respective fields of Christian activity; but the actual local administration should be the function of men whose professional training fits them for the work attempted. Let the school work, then, be administered by school men, the evangelistic work by pastors.

W. O. Carver

A/S.

The Board of Home Missions of the Presbyterian Church in the United States of America.

The School Department

156 Fifth Avenue

New York

David R. Boyd, Ph.D.
Superintendent

Marshall C. Allaben, A. B.
Asst. Superintendent

The Woman's Board of Home Missions of the Presbyterian Church in the United States of America.

March 26th, 1912.

My dear Mrs. Bennett:-

I enclose herewith a copy of the digest of the Budget submitted to the Spring Conference. This was approved and the following action taken relative to the Special Budget:

"On motion of Miss White it was voted to recommend to the Woman's Board, that the following Special Budget be approved, that the repairs be made at once, and that efforts be made to raise the money as soon as possible."

It was also voted to recommend to the Woman's Board that they request the Board of Home Missions to relieve them of the amount listed for evengelistic work - $17,000.

I am sure you will be delighted to know the "big things" that we are planning for the new year. With the School Budget and Administration totalling half a million, the women of the Church will have a task worthy of their best efforts, - one that will challenge their warmest zeal. For one, I feel that they will "make good", and that we will be able to keep on advancing until we reach the million dollar mark.

Thank you for your letter of the 21st inst. The plan was submitted to the Office Conference this morning, and approved with ~~two~~ three exceptions; one in connection with the Young People's work, on which Miss Petrie wished consideration to be deferred, and as a result of which attitude of Miss Petrie we voted to eliminate

everything but the first sentence in this paragraph.

The other objection was to the composition of the Joint Conference, both Mrs. Gildersleeve and Miss Petrie insisting that the membership remain as it is.

It was also thought advisable to strike out section 3, which begins as follows: Only such community work as is done in connection with the schools under the Woman's Board", on page 8 or 9. I am not quite sure of the pages as they have been changed in re-writing the article.

The paper will now be presented to Dr. Thompson with the endorsement of our Office Conference.

With best wishes,

Cordially yours,

Asst. Supt.

Mrs. F. S. Bennett,

165 Cooper St.,

Upper Montclair, N. J.

A/S.

Enc.

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March 28th, 1912.

My dear Mrs. Bennett:-

I have a request from the Board of Regents of the State University of New Mexico to come to Albuquerque to confer with them in reference to the Presidency of the University, at their expense.

At the request of the Regents of Miami University at Okford, Ohio, last summer I stopped and conferred with a committee of the Board of Regents with reference to the Presidency there.

It seems necessary, in order to avoid complications, for me to go West immediately and confer personally with each of these Boards. I am writing you, therefore, that you may understand my absence at this time, which I feel sure will meet with your approval, as the work in the office is so advanced now as not to be pressing.

I have read with deep interest your statement of conditions and proposal for adjustment of the relations between the Woman's Board and the Home Board. I want to say that I think your preface is a most admirable statement of the conditions as they exist, stating the facts so simply and clearly and so free from bias that it must appeal directly to any open minded per-

son whose duty it is to consider it.

I want to express also my approval of the general plan of your proposal. My suggestions of modification would be so few and so unimportant that at this stage it would not be necessary to point them out. When the final adjustment is made, in the interest of promptness, economy and efficiency of the conferring bodies(Joint Conferences, etc.) they might be reduced to a fewer number than your proposal names. I am aware that for reasons that may possibly be personal or of policy, it may for the present seem wise to suggest such a composition of committees as would make them large. This, however, could be largely remedied by providing for the most active and temporary work to be done by sub-committees. For example, the work of the Building Committee could be well done by a small sub-committee of the proposed School Committee, this sub-committee being composed of persons who would be promptly available at any time that action was needed.

I therefore feel that you have done a splendid service for the work of both Boards in presenting such a statesmanlike and clear and fair proposal for adjustments that all recognize ~~were~~ and needed.

I have been very glad to learn of your improved health, and hope it will continue to te progress

until you are thoroughly strong and ready for the active duties that are confronting you.

With good wishes, I am

Yours very sincerely,

David R. Boyd

Mrs. F. S. Bennett,

165 Cooper St.,

Upper Montclair, N. J.

B/S.

Original April-1912.

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TO

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I. This would plan that the essential unity of the Board of Home Missions and of the Woman's Board should be maintained, the Woman's Board remaining a co-ordinated part of Assembly's Board, but would claim that the time has come when formal recognition of the Woman's Board as a distinct, producing, responsible part of the Board of Home Missions should be accorded.

II. That this recognition should define the status of the Woman's Board, its fixed responsibilities as to fields of labor, and its authorized powers as to (1) securing funds, (2) the administration of its office and field work, and (3) its relation to the Board of Home Missions.

III. That such changes should be made in the By-Laws of the Board of Home Missions as would accord this recognition and this definite position; e.g.- all By-Laws of the Assembly's Board apply to the Woman's Board, as a part of the whole: there is but one Secretary of the Board of Home Missions, (Section II) and all others are Assistant Secretaries. This leaves, in a close analysis of the situation, the officers of the Woman's Board, where there is a Secretary, Associates and Assistants, in

an untenable position. A few changes in the By-Laws could make clear the situation and define for future administrations the relationships of the two Boards not only in this matter but in all others according to the plan that shall finally be adopted.

IV. That in the division of the fields of labor distinct lines should be laid that confusion and overlapping of effort shall be avoided, and that these lines shall be as follows:

(a) The Board of Home Missions to carry on (1) all work of evangelization, founding and maintaining churches and missions, (2) such Bible training work as may be necessary to supply missions with properly qualified ministers and helpers, and (3) such community work as is done by Bible Readers, district nurses, or trained workers of any kind whose efforts are of necessity co-related to the work of the pastor, and whose work should be under his guidance. The community worker is essentially evangelistic: her direction therefore should be evangelistic and should come directly under the local evangelistic head and thus indirectly under the care of Presbytery: in this way there would be prevented the untenable administrative position of a head and an assistant each responsible to a different body. Such instances as Lackawanna Presbytery and Calumet, Mich., show this.

(b) The Woman's Board of Home Missions to conduct (1) all school work, except as noted in (a)(2) above, and (2) all hospital and medical work wherever located, except as done by district nurses serving as pastor's assistants, (3) only such community work as is done in connection with the schools under the Woman's Board, where the worker is a teacher, or responsible to the Superintendent of the School only, or in communities where there is no pastor and the worker can be responsible to the Woman's Board without bringing about any conflict of authority.

N. B. "The development of the proper relation of the educational to the evangelistic work should be the task of the executive officers of the Boards in charge of these respective fields of Christian activity; but the actual local administration should be the function of men whose professional training fits them for the work attempted. Let the school work, then, be administered by school men, the evangelistic work by pastors."

V. Field Supervision of the work of the Woman's Board of Home Missions.

To establish work in the mission fields is of comparative simplicity: to properly supervise, develop, co-ordinate this work is more difficult. Long range supervision, from New York to the distant fields, must be more or less nominal, and when entrusted to those whose whole training has been theological rather than pedagogical can hardly be scientific - (it need be none the less evangelistic because of such supervision).

The appointment of two Field Superintendents, with headquarters at Asheville, for the Mountain Field, and at Albuquerque for the South-Western field; and the making of the head of the Guines School, Cuba, and of the Mayaguez School, Porto Rico, the superintendents of the school work being done under the Woman's Board in those Islands, would for the present meet the needs. A few stations, as Sitka, Good Will, etc., could be held responsible directly to the School Department at headquarters.

VI. <u>OFFICE ADMINISTRATION.</u>

(a) <u>School Department.</u> Under a system of Field Supervision, this department should be relieved of much detail work, and the Superintendent of Schools be left free for such constructive work along the lines of administration and policy as is not possible under the present system.

As the Superintendent of Schools is an officer paid by the Woman's Board, and carrying on its work, he should be chosen and elected by that

body, and his name should be listed on its stationery and in all places where the officers of the Woman's Board appear. By virtue of his position he should also be an officer of the Board of Home Missions, in attendance upon their meetings.

(b) <u>The Treasury.</u> There should be created for the Woman's Board a new system in this department, by which all funds shall be received and receipted for as at present, but by which all books relating to expenditures now kept in the Treasury Department of the Board of Home Missions, should be kept in the Treasury Department of the Woman's Board of Home Missions. The Treasurer of the Woman's Board should make daily deposits through the Treasurer of Assembly's Board, carefully designating accounts to which sums should be assigned. The Treasurer of the Board of Home Missions should make payments from the accounts of the Woman's Board only upon duly certified requisitions and would keep only books to show "corresponding accounts for receipts".

The Treasurer of the Woman's Board would further be the Purchasing Agent for said Board, except in agreed cases where economy and efficiency could best be obtained by unified purchasing. (Needed change in By-Laws of The Assembly's Board.)

(c) A clearly defined policy as to the presentation of the cause of Home Missions to Sunday Schools and Young People's organizations should be adopted: the present uncertainty is not only difficult in administration, but unfortunate in the position presented to the church at large. It may be said that clearness would result if the plan of the Foreign Board were adopted - having the Board of Home Missions care for Sunday Schools, and the Woman's Board for Young People's Societies. In making this suggestion possible modifications owing to the existence of the Young People's Department at Philadelphia, and further legislation along

that line by General Assembly and the Executive Commission must be kept in mind.

(d) The Literature Department serves its purpose as a Joint Department and there may be no need of making changes there.

VII. BUSINESS PROCEDURE.

(a) All business to be presented to the Woman's Board should first be considered in Conference by the officers of the Woman's Board.

(b) There should be a weekly Joint Conference of the Secretary and Treasurer of Assembly's Board and of the Superintendent of Schools and the Secretary and Treasurer of the Woman's Board of Home Missions, to which Conference should be submitted, after discussion in the Office Conference of the Woman's Board, all questions of policy, new work, and of matters in which there may be any joint interest. Other officers to meet with this Joint Conference as matters relating to the work assigned to them, are considered.

(c) The Recommendations of either of above Conferences, (a) and (b), to be submitted to the Woman's Board for action by that body, or by such Executive Committee as shall be designated by that body.

(d) The School Committee should consist of not less than five members of Assembly's Board and of three members of the Woman's Board, said members being appointed by their respective Boards at the first regular Board meeting after the Annual Meeting of said Board.

The ex officio members of this Committee shall be the five regular members of the Joint Conference, such other officers of either Board as may be desired to be called to attendance by the Chairman of the Committee.

(e) To this School Committee shall come, on approval, after action by the Woman's Board, all matters relating to new work, to changed policies, to requests for aid in excess of the budget, and such matters

relating to administration as may seem to need its consideration. To this Committee shall also be submitted all important matters needing adjudication on the mission fields, where a difference of opinion may have arisen between the workers of the Woman's Board and such workers as are being aided by Assembly's Board.

It shall be the further duty of this Committee to aid in working out a plan for a more definite and satisfactory plan for co-relating the two branches of the work in various Presbyteries.

To this Committee should be submitted in February the Annual Budget of the Woman's Board, after the same has passed the Joint Conference: said Budget should then go to the Woman's Board for ratification and after that to the Assembly's Board.

VIII. THE WOMAN'S BOARD.

This body should be limited in number, hold frequent meetings and be made most responsible.

Such changes in its Standing Rules should be made as would bring them into accord with the new arrangements.

As Altered by Miss Frances & Mrs. Allaben.

RELATION OF THE WOMAN'S BOARD OF HOME MISSIONS TO THE BOARD OF HOME MISSIONS.

May - 1912 A

M. KATHARINE BENNETT.

Some of the following SUGGESTIONS may seem revolutionary: careful study has led to their presentation for consideration.

The sole desire is the achievement of the simplest and most effective administration of the business affairs of the Woman's Board, the abolishment of any cumbersome methods that may have developed, and the securing of such economy of administration as is compatible with efficiency. To such plans (when the united study of all shall have approved) all should be ready to give hearty support.

It is not a criticism of the past when one says it has been manifest for some time that the present method of office and field administration of the Woman's Board of Home Missions has become inadequate to meet the demands of so greatly increased an organization. These methods may not have taxed too severely when the work done was smaller, but all systems may be outgrown; many of the present adjustments have developed to meet emergencies and have not been part of a definite, accurately prepared plan.

As the question of the relations of the Board of Home Missions and of the Woman's Board has now been opened in considering incorporation, the best good will be served by a frank examination of the whole situation, and by such readjustments as will meet present exigencies and provide for such future development as will make unnecessary a constant discussion as to the status of the Woman's Board to the detriment of the work,and also introducing an element of tentativeness into all plans.

There are two distinct phases to the work of the Woman's Board: viz. (1) the securing of the funds necessary for the continuance of its mission work - (2) the expenditure of these funds in the mission fields. Any re-adjustment should take into consideration the two branches of the work, and devise a policy that shall secure concentration of responsibility and simplicity of administration, combined with efficiency and economy.

One difficulty that will arise in this discussion is that certain terms have been continued in service beyond the point of accuracy. Phraseology, per se, makes little difference - it is only that a correct impression may be conveyed. When the Woman's Executive Committee was organized, to speak of it as "a department of the Board of Home Missions" doubtless conveyed a correct impression; but if "it was not contemplated that its functions should be administrative, but money raising only" (Mr. H. C. Olin), then as there have been developed under the Board such "departments" as the Indian, Immigration, Church and Labor, etc., the use of the same term to designate the relationship of these branches and of the Woman's Board of Home Missions to the Board cannot correctly convey a sense of actual conditions.

These arms, or "departments" of the Board are for information, planning, etc., and they are regularly considered in Board meetings, their heads being Board officers - they are not producing"departments", but draw on the General Treasury of the Board for all administrative and field expenses.

The Woman's Board, on the contrary, is a producing, self-supporting "department": it is responsible for expenditures incurred for the administration of its office and field work, and for all expenses incidental to said field work - it has no claim on the General Treasury of the Board, has but seldom profited by gifts therefrom, and in past emergencies of

the Board, has aided it.

These methods were adopted many years ago with the sanction of the Board of Home Missions, and of necessity the Woman's Board "has become a competitor of the parent Board", (Mr. Olin) in certain efforts to secure funds, said funds being necessary to the growth and enlargement of the work urged by the General Assembly and by The Board of Home Missions on the Woman's Board.

Such a situation has demanded a difference in method of approach to its constituency, a difference in administration from that of the "departments" and the Woman's Board has been allowed and encouraged to develop a centre of administration of its own, ~~therefore~~ therefore there is certainly needed a nomenclature which shall convey the true impression of ~~a~~ this paralleling ~~part~~ (?) ~~of the whole body~~, that discussion may be accurate.

Further, there has been developed under the sanction of the Board of Home Missions, a standing of the Woman's Board of Home Missions and a method of work, that are not formally recognized in the By-Laws of the Board, nor by some of the present officers: such a situation leaves the Woman's Board, with the very large interests it has at stake, and morally responsible to a large constituency, subject to changed methods as new administrations may come into the Board of Home Missions. This is scarcely a fair situation - the Woman's Board could develop more logically and more consistently under a definite policy framed to meet existing conditions: the situation must be dealt with as it has developed, not as it should in any opinion have developed.

In making such necessary adjustments no officer of either Board can consider standing on technicalities, or on the advancing of the authority of either Board as an end in itself, but rather all will search for the expedient, for that method of adjustment which will secure the most hearty

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In making such necessary adjustments no officer of either Board can consider standing on technicalities, or on the advancing of the authority of either Board as an end in itself, but rather all will search for the expedient, for that method of adjustment which will secure the most hearty

co-operation on the part of the constituency of the Woman's Board and will make for the greatest advancement in that field of labor assigned by General Assembly to the Woman's Board of Home Missions.

While fully recognizing that the Woman's Board has no legal existence, and is responsible only as a part of the Board of Home Missions, it must again be reiterated that whatever the original purpose in the formation of the Woman's Executive Committee may have been, there has been allowed to grow up a condition that has made the Woman's Board seem to its constituency and to a great extent to the Church at large a distinct, responsible entity. (Witness the surprise when it became known to said constituency that the Woman's Board carried no bank account, etc.)

A step backward in self-management would be most unpopular with said constituency, and only such autonomy as is consistent with the relations of the Woman's Board to the Board of Home Missions and to the highest Ecclesiastical Court of the Church would secure cordial adherence and support from this constituency.

There would seem to be at least three possible methods of readjusting the relations of the two Boards. These are here presented for consideration.

SOLUTION I.

THE INCORPORATION OF THE WOMAN'S BOARD.

This would, according to present advices, seem to be impossible except by the sacrifice on the part of the Woman's Board of large property interests. If this be true, this solution would be unacceptable to many.

The arguments for and against this Solution have been so often repeated that they will be omitted here.

SOLUTION II.

Under this head has been suggested the closer union of field and administration of the two Boards, the bringing of them more nearly into those relations that were doubtless, the original plans for the Woman's Executive Committee. A study of these suggestions seems to indicate that to bring about the necessary changes and to cause the new arrangement to work smoothly and effectively, it would be necessary not only to construct a new administrative method, but also to destroy much of the present system.

I. It would be necessary to abolish the Treasury Department of The Woman's Board of Home Missions, and to have <u>one</u> receiving as well as <u>one</u> disbursing agency.

II. The relegation of the Woman's Board to a department, in the sense the term is used for other arms of the service would logically call for <u>one General Treasury</u> into which <u>all funds</u> should go and from which <u>all departments</u> would be budgeted. Otherwise present difficulties would hardly be overcome.

III. The increased detail work suggested for a Joint Conference, increased School Committee, or some other agency of men and women would remove from the present Advisory and Executive Committees of the Woman's Board most of their work and relegate them to the work of building up organization, securing funds, etc., a work that is now done by the administrative officers through Synodical and Presbyterial agencies. In short it would be the placing of the Woman's Board of Home Missions on the same basis as are the six Women's Boards of Foreign Missions.

In this day of increased co-operative effort, such a movement seems logical, and in so far as a clear-cut field administration is to be sought for, a close union at headquarters might secure.

There seems, however, no reason why such cannot be secured by consulting Boards working in harmony,as well as by one joint committee.

While in the constituency there would be serious objections to Solution II, some would doubtless welcome it as a forward step. At headquarters there would be almost unanimous disapproval on the part of the Woman's Board members.

SOLUTION III.

I. This would plan that the essential unity of the Board of Home Missions and of the Woman's Board should be maintained, the Woman's Board remaining a co-ordinated part of Assembly's Board, but would claim that the time has come when formal recognition of the Woman's Board as a distinct, producing, responsible part of the Board of Home Missions should be accorded.

II. That this recognition should define the status of the Woman's Board, its fixed responsibilities as to fields of labor, and its authorized powers as to (1) securing funds, (2) the administration of its office and field work, and (3) its relation to the Board of Home Missions.

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an untenable position. A few changes in the By-Laws could make clear the situation and define for future administrations the relationships of the two Boards not only in this matter but in all others according to the plan that shall finally be adopted.

IV. That in the division of the fields of labor distinct lines should be laid that confusion and overlapping of effort shall be avoided, and that these lines shall be as follows:

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(b) The Woman's Board of Home Missions to conduct (1) all school work, except as noted in (a)(2) above, and (2) all hospital and medical work wherever located, except as done by district nurses serving as pastor's assistants, (3) only such community work as is done in connection with the schools under the Woman's Board, where the worker is a teacher, or responsible to the Superintendent of the School only, or in communities where there is no pastor and the worker can be responsible to the Woman's Board without bringing about any conflict of authority.

N. B. "The development of the proper relation of the educational to the evangelistic work should be the task of the executive officers of the Boards in charge of these respective fields of Christian activity; but the actual local administration should be the function of men whose professional training fits them for the work attempted. Let the school work, then, be administered by school men, the evangelistic work by pastors."

V. Field Supervision of the work of the Woman's Board of Home Missions.

To establish work in the mission fields is of comparative simplicity: to properly supervise, develop, co-ordinate this work is more difficult. Long range supervision, from New York to the distant fields, must be more or less nominal, and when entrusted to those whose whole training has been theological rather than pedagogical can hardly be scientific - (it need be none the less evangelistic [redacted]).

The appointment of two Field Superintendents, with headquarters at Asheville, for the Mountain Field, and at Albuquerque for the South-Western field; and the making of the head of the Guines School, Cuba, and of the Mayaguez School, Porto Rico, the superintendents of the school work being done under the Woman's Board in those Islands, would for the present meet the needs. A few stations, as Sitka, Good Will, etc., could be held responsible directly to the School Department at headquarters.

VI. <u>OFFICE ADMINISTRATION.</u>

(a) <u>School Department.</u> Under a system of Field Supervision, this department should be relieved of much detail work, and the Superintendent of Schools be left free for such constructive work along the lines of administration and policy as is not possible under the present system.

As the Superintendent of Schools is an officer paid by the Woman's Board, and carrying on its work, he should be chosen and elected by that

subject to the approval of the Board of Home Missions
body, and his name should be listed on its stationery and in all places where the officers of the Woman's Board appear. By virtue of his position he should also be an officer of the Board of Home Missions, in attendance upon their meetings.

(b) <u>The Treasury.</u> There should be created for the Woman's Board a new system in this department, by which all funds shall be received and receipted for as at present, but by which all books relating to expenditures now kept in the Treasury Department of the Board of Home Missions, should be kept in the Treasury Department of the Woman's Board of Home Missions. The Treasurer of the Woman's Board should make daily deposits through the Treasurer of Assembly's Board, carefully designating accounts to which sums should be assigned. The Treasurer of the Board of Home Missions should make payments from the accounts of the Woman's Board only upon duly certified requisitions and would keep only books to show "corresponding accounts for receipts".

The Treasurer of the Woman's Board would further be the Purchasing Agent for said Board, except in agreed cases where economy and efficiency could best be obtained by unified purchasing. (Needed change in By-Laws of The Assembly's Board.)

(c) A clearly defined policy as to the presentation of the cause of Home Missions to Sunday Schools and Young People's organizations should be adopted: the present uncertainty is not only difficult in administration, but unfortunate in the position presented to the church at large. It may be said that clearness would result if the plan of the Foreign Board were adopted - having the Board of Home Missions care for Sunday Schools, and the Woman's Board for Young People's Societies. In making this suggestion possible modifications owing to the existence of the Young People's Department at Philadelphia, and further legislation along

that line by General Assembly and the Executive Commission must be kept in mind.

(d) The Literature Department serves its purpose as a Joint Department and there may be no need of making changes there.

VII. BUSINESS PROCEDURE.

(a) All business to be presented to the Woman's Board should first be considered in Conference by the officers of the Woman's Board.

(b) There should be a bi-weekly Joint Conference of the Secretary and Treasurer of Assembly's Board and of the Superintendent of Schools and the Secretary and Treasurer of the Woman's Board of Home Missions, to which Conference should be submitted, after discussion in the Office Conference of the Woman's Board, all questions in which there may be any joint interest. To this Conference shall also be submitted all important matters needing adjudication on the mission fields, where a difference of opinion may have arisen between the Workers of the Woman's Board and such workers as are being aided by Assembly's Board. Other officers to meet with this Joint Conference as matters, relating to the work assigned to them, are considered.

(c) The Recommendations of either of above Conferences, (a) and (b), to be submitted to the Woman's Board for action by that body, or by such Executive Committee as shall be designated by that body.

(d) The School Committee should consist of not less than five members of Assembly's Board and of three members of the Woman's Board, said members being appointed by their respective Boards at the first regular Board meeting after the Annual Meeting of said Board.

The ex officio members of this Committee shall be the five regular members of the Joint Conference, such other officers of either Board as may be desired to be called to attendance by the Chairman of the Committee.

(e) To this School Committee shall come for discussion, after action by the Office Conference of the Woman's Board, all matters relating to new work, to changed policies, to requests for aid in excess of the budget, and such matters relating to administration as may seem to need its consideration. All important actions of this Committee to be submitted first, to the Woman's Board, and then, if approved by this body, second, to the Board of Home Missions for ratification.

The function of the present Building Committee could be performed acceptably by the School Committee under the proposed re-adjustment.

It shall be the further duty of this Committee to aid in working out a plan for a more definite and satisfactory plan for co-relating the two branches of the work in various Presbyteries.

To this Committee should be submitted in February the Annual Budget of the Woman's Board, after the same has passed the Joint Conference: said Budget should then go the the Woman's Board for ratification and after that to the Assembly's Board.

VIII. <u>THE WOMAN'S BOARD</u>.

This body should be limited in number, hold frequent meetings and be made most responsible.

Such changes in its Standing Rules should be made as would bring them into accord with the new arrangements.

It is suggested however that the personnel and the duties of the present Committee on Appointments remain unchanged.

Copy passed by Committee of Board of Home Missions.
April 29, 1912.

WORKING PLAN FOR HOME BOARD AND WOMAN'S BOARD.

Submitted to Annual Meeting, May - 1912

The Woman's Board is a responsible, producing, administrative Board under the general guidance of the Assembly's Board and the General Assembly. It is a component part of that complex whole known as the Board of Home Missions of the Presbyterian Church in the U.S.A., has its fixed responsibilities as to fields of labor and the administration of its office and field work. It also has its authorized powers for securing funds and its national organization of Women's synodical, presbyterial and local societies.

I. The general work of Home Missions includes, respectively, the work of evangelization and the work of schools and hospitals.

II. The Home Board shall carry on all the work of evangelization, aiding and maintaining churches and out-stations, including such Bible training work as may be necessary to supply such churches and out-stations with properly qualified ministers and helpers; also such community work as is done by Bible Readers, district nurses or trained workers of any kind whose efforts are of necessity correlated to the work of the pastor and whose work should be under his guidance.

III. The Woman's Board shall conduct all school work (except that noted in Article II) and all hospital work wherever located, and medical work wherever located, except as done by district nurses serving as pastor's assistants.

IV. The Annual Budget of the Woman's Board shall be prepared and submitted to the Joint Conference in February, and to the School Committee and Woman's Board in time for submission to the Home Board at its Annual Meeting.

V. There shall be regular Joint Office Conferences to which shall be submitted all questions in which there shall be any joint interest. To this conference shall also be submitted all important matters needing adjustment on mission fields. The recommendation of the Joint Office Conference shall be submitted to the Woman's Board and thereafter to the School Committee and the Board of Home Missions.

VI. There shall be appointed annually a committee consisting of not less than six members, three of them chosen by the Board of Home Missions and three by the Woman's Board, who with the officers of both Boards shall constitute the School Committee. This committee shall act on all matters pertaining to the School Department, including requests for new work not included in the budget, and for aid in excess of the proportionate sum named in the annual budget for such fields, the committee to report to the Boards for action thereon.

VII. In order that the Woman's Board may be held fully responsible for the School Department, it is recommended that Section I, Article 3 of the By-Laws of the Board of Home Missions be amended by the omission of "a Superintendent of Schools," and that the selection of such Superintendent be the duty of the Woman's Board, subject to the Home Board's approval.

VIII. Properly to supervise, develop and co-ordinate the school work one field superintendent shall be appointed, to have supervision of the Mountain field, the salary and duties of such officer to be adjusted by the Committee on Appointments

IX. That the Home Board be requested that whenever and wherever the form of bequest by which it may receive legacies or residuary gifts be printed, these announcements be followed by the form of bequest by which the Woman's Board may legally receive similar gifts.

X.

X. The receipts of the Woman's Board may be separated each day by its Treasurer into (a) Receipts for current work; (b) Receipts for specials not included in the Annual Budget; (c) Receipts for buildings, to be deposited in the Trust Company; (d) Receipts for Freedmen.

XI. The Treasurer of the Home Board shall make a monthly detailed statement to the Treasurer of the Woman's Board, of receipts and expenditures on Woman's Board account, and also on request at any time, give any other information he may possess as to the accounts and finances of the Woman's Board so that the Woman's Board may be regularly and fully informed as to the condition of their financial affairs.

Any funds becoming available for the Woman's Board by sale of property or otherwise, shall at once be reported to said Board (and entered on their books).

XII. Loans when needed by the Woman's Board shall be sought only upon the formal request of the Treasurer of the Woman's Board, stating the amount of loan.

XIII. Any net balance to the credit of the Woman's Board, at the close of any fiscal year shall be transferred to their credit for the new fiscal year. Any deficit shall be settled by a note signed by the Treasurer of the Woman's Board when she is so authorized by formal vote of the Woman's Board. Such notes to be with interest, and payable when the Woman's Board is in funds which may properly be used for that purpose

XIV. The Treasurer of the Board of Home Missions shall make payments from the accounts of the Woman's Board only on duly certified requisitions. II/10 Such requisitions as to all matters pertaining to the School Department shall be certified by the Superintendent of Schools, and duplicates of such requisitions shall be duly filed with the Treasurer of the Woman's Board.

Requisitions for all administrative expenses, supplies, etc., shall be certified by the Treasurer of the Woman's Board. All details as to power of certification in the absence of any officers shall be adjusted by the Treasurers and Superintendent of Schools and be on record in the office.

adopted May 9 - 1912

You will notice by reading this that practically no substantial change has been made in the original paper, except with reference to the respective duties of the Joint Conference and the School Committee. Miss Fraser and I both agree that the School Committee should be the strong deliberative body of the organization, and as you will note by the suggested changes it is thought best to have all their actions submitted to the Woman's Board and then, if approved by that body, sent on to the Board of Home Missions. It seems to us that present system by which the actions of the Woman's Board are submitted to the School Committee is indefensible from the administrative point of view, subject to the approval of the Board of Home Missions.

J.F.

WORKING PLAN FOR HOME BOARD AND WOMAN'S BOARD,
As Amended, Annual Meeting, Louisville, Ky., May, 1912.

The Woman's Board is a responsible, producing, administrative Board under the general guidance of the Assembly's Board and the General Assembly. It is a component part of that complex whole known as the Board of Home Missions of the Presbyterian Church in the U.S.A., has its fixed responsibilities as to fields of labor and the administration of its office and field work. It also has its authorized powers for securing funds and its national organization of women's synodical, presbyterial and local societies. (Clause accepted, p. 91)

1. The general work of Home Missions includes, respectively, the work of evangelization and the work of schools and hospitals.(Adopted, p 91)

11. The Home Board shall carry on all the work of evangelization, aiding and maintaining churches and outstations, including such Bible training work as may be necessary to supply such churches and out-stations with properly qualified ministers and helpers; also such community work as is done by Bible readers, district nurses or trained workers of any kind whose efforts are of necessity correlated to the work of the pastor and whose work should be under his guidance.

(Adopted, p. 95.)

111. The Woman's Board shall conduct all school work (except that noted in Article 11) and all hospital work wherever located, and medical work wherever located, except as done by district nurses serving as pastors' assistants. Only such community work as is done in connection with the schools under the Woman's Board, where the worker is a teacher, or responsible to the Superintendent of the School only, or in communities where there is no paster and the worker can be responsible to the Woman's Board without bringing about any conflict of authority. (Adopted, p. 101.)

Adopted Louisville but- becomes VIII

1V. The Annual Budget of the Woman's Board shall be prepared and submitted to the Joint Conference in February, and to the School Committee and Woman's Board in time for submission to the Home Board at its Annual Meeting. (Adopted,p.101)

becomes VII

V. & Vl. Referred to the Woman's Board of New York with power to act. (p. 105)

becomes VI

Vll. It was decided that Article Vll be referred to the New York Section of the Board for investigation as to the relation of this Superintendent to the Home Board. (p. 108)

make this IV.

Vlll. To establish work in the mission fields is of comparative simplicity. To properly supervise, develop and co-ordinate this work is more diffi-

make this V

cult. Long ranged supervision from New York to the distant fields must be more or less nominal but the appointment of field superintendents would provide an effective medium through which fields might be brought into close touch with the Board, therefore, we recommend for the testing of this plan the appointment of a superintendent for the Mountain field, the salary, the duties of such superintendent to be adjusted by the Committee on appointments. (Adopted, p. 114)

IX. It was decided the Chairman of the Committee (on Incorporation) be empowered to formulate and add to the Working Plan, as part of Article IX, a request that the Board of Home Missions confer with the Woman's Board in regard to undesignated gifts from women. (p. 118)

X)
XI)
XII)
XIII)
XIV) Referred to the Board in New York with power to act. (p. 117)

It was then moved "That the Working Plan, including the parts referred to the Board for final adjudication, be accepted." (This was adopted, p.119)

Official extract from the Minutes of the General Assembly

in session at Louisville, Kentucky, May 23, 1912:

The General Assembly took the following action: -

Report of the Committee on Bills and Overtures.

Overture No. 365: From the Boards of Home and Foreign Missions, the Board of Missions for Freedmen, the Board of Publication and Sabbath School Work, and the General Assembly's Committee on Religious Education, with reference to a Department of Missionary Education. It is recommended that the following resolution be adopted: -

RESOLVED: That unity in the educational work of the Church can be attained, and the interests of efficiency in missionary education be best secured by the prosecution of missionary education by a department of Missionary Education, to be under the care of the Boards of Home and Foreign Missions and of Freedmen, in which the missionary educational work of these Boards shall be unified, this Department to have charge of the work of Missionary Education, in Co-ordination and harmonious correlation with the educational work of the Board of Publication.

Adopted

Attest:

(Signed) Wm. H. Roberts

Stated Clerk

Minutes of Meeting to Organize

The New Department of Missionary Education

June 6, 1912.

Present: Dr. Charles P. Thompson, Mr. J. R. MacFee, Miss M. Josephine Petrie, representing the Board of Home Missions: Mr. A. W. Halsey, Rev. George H. Trull, B. C. Millikin, representing the Board of Foreign Missions.

Dr. Thompson was chosen Chairman of the meeting, and Mr. Millikin Secretary.

The meeting took action as follows:

1. That the Boards uniting their educational work in this new Department, do so in the spirit of thorough mutual confidence and endeavor.

2. That the name of the Department shall be "The Presbyterian Department of Missionary Education".

3. That the Department shall be constituted according to the program a approved by the 124th General Assembly, a copy of which is attached to these Minutes. Details of constitution not determined by this meeting shall be referred to the Council of the Department.

4. The Department shall be composed of one Secretary of each Board -- Home Missions, Foreign Missions, Missions for Freedmen -- together with the Staff of the Department.

5. The Council shall meet once a month for the present at least.

7. The members of the Council shall vote as individuals excepting in matters touching the constitution of the Department, when the voting shall be by Boards.

8. The members of the Staff of the Department shall meetin conference once each week.

9. The Secretaries of the Department shall be T. H. P. Sailer, Ph. D., (Honorary) Miss M. Josephine Petrie, B. Carter Millikin, Rev. George H. Trull and Rev. Jay S. Stowell

10. These Secretaries shall coordinate, and in the field each Secretary shall represent all the work of the Department. Each Secretary of the Department shall, however, have relation to a particular Board. The first meeting of the Council shall discuss the assignment of duties to the several Secretaries.

11. The paragraph in the leaflet "Unity and Cooperation in Presbyterian Missionary Education" attached to these Minutes, which reads "Women's Missionary Societies and other organizations of women continue their present methods and the Mission Study Secretaries of the Women's Boards will keep in close association with the Department", was adopted as defining the relation of the Department to the educational work of the Women's Boards of Home and Foreign Missions.

12. The Secretaries of the Presbyterian Department of Missionary Education shall meet at least quarterly with the Secretaries of the Department of Young People's Work of the Board of Publication, co-ordinately to plan and to project a unified scheme of religious education for the Presbyterian Church.

14. One set of files, both card and correspondence files, shall be constructed as follows: Each of the former departments shall address envelopes from their present card files and mailing lists. These envelopes shall be keyed, pooled, arranged alphabetically, freed from duplicates, rearranged geographically, and from them shall be constructed the card files of the new Department, according to the general plan which has proven effective in the work of the Educational Department of the Foreign Board.

Paper "A"

(Attached to Minutes of Meeting June 6, 1912.)

TO THE GENERAL ASSEMBLY

of

THE PRESBYTERIAN CHURCH IN THE U. S. A.

Dear Brethren:

By appointment of a Joint Committee of the representatives of the Boards of Home Missions, Foreign Missions, Publication and Sabbath School Work and Freedmen, together with the Chairman of the General Assembly's Committee on Religious Education, the undersigned were appointed a committee to draft the statement of action taken at the aforesaid meeting, which, after being submitted to the Boards concerned, should be sent to the General Assembly.

We send herewith a brief statement of what led up to the Conference and also a copy of the Resolutions adopted.

For several years the General Assembly's Committee on Religious Education, Rev. George B. Stewart, D. D., Chairman, has been studying the question of unifying the education of the youth of our Church. The purpose of the Committee was to plan for better instruction of the young people in the local church and the better preparation of material for purposes of instruction. The Committee also took up the question of the methods followed by the various Boards of the Church in approaching the young people through Mission Study Classes, Sunday-school, Young People's Societies and other agencies.

The General Assembly in 1911 definitely committed the work which this Committee had in hand to the Board of Publication and Sabbath School Work, but continued the Committee on Religious Education in connection with the Board of Publication and Sabbath School Work. As a result of this action the Committee on Religious Education issued a pamphlet suggesting methods of organization in Synods, Presbyteries and local churches, which were felt by the Boards of Home and Foreign Missions and Freedmen so radical, and to affect so vitally work which was already established, that the matter was brought to the attention of the Joint Meeting of the Executive Commission and the Boards of the Church, which was held March 14, 1912. At that meeting the question of the relationship between the Educational Department of the Home and Foreign Boards and the Board of Publication was referred to these Boards, consultation with the Board of Freedmen, which has an Educational Department, and the Committee on Religious Education. The meeting of the representatives of these Boards was held in New York on April 12, 1912, and was most helpful and cordial. It was very evident to all present that it was wise for those Boards which had highly organized Educational Departments to maintain the control and to have direct access to the churches, and also that this could be attained with the entire approval and cooperation of the Board of Publication and Sabbath School Work and the Committee on Religious Education. The following action was taken:

> "That this conference is in hearty sympathy with the ideal of unity in the Educational work of the Church which has been sought by the Church for some years through the Committee on Religious Education of the General Assembly.
> "And at the same time the Conference believes that this unity can be attained and the interests of efficiency in missionary education be

best secured by the prosecution of missionary education by a Department of Missionary Education, to be under the care of the Boards of Home and Foreign Missions and of Freedmen in which the missionary educational work of these Boards shall be unified, this Department to have charge of the work of Missionary Education, in coordination and harmonious correlation with the educational work of the Board of Publication.

"And that the four Boards concerned unite in presenting this plan to the General Assembly for its endorsement."

This action was unanimously adopted and, when approved by the Assembly, will result in the establishment, in New York, of a Department of Missionary Education in which the Boards of Home and Foreign Missions and of Freedmen will be united in so far as the problem of Missionary Education and the approach to the churches is concerned. This Department will cover the missionary side of the Educational Work of the Church. The Board of Publication and Sabbath School Work will cover that part of education outside of the direct missionary problems, and the two departments will work in cooperation and complete harmony.

It is the earnest hope of the Boards concerned that the General Assembly will approve this action looking to the more efficient accomplishment of the purpose of our Church and the more harmonious relationship between the Boards.

(Signed)

Paper "B"

(Attached to Minutes of Meeting June 6, 1912 -- Referred to in Action 11.)

THE DEPARTMENT OF MISSIONARY EDUCATION

And Its Relation To The

DEPARTMENT OF YOUNG PEOPLE'S WORK.

Approved by a committee representing the Boards of Home and Foreign Missions, May 2, 1912.

1. The Boards of Home and Foreign Missions and Freedmen shall combine in a Department of Missionary Education. The Department shall have charge of the work of the systematic study of Missions. It shall include the Secretaries of the Educational Departments and all other Secretaries of the Home Departments who are engaged in promoting systematic mission study.

2. This Department shall have a common office and a common set of files.

3. The work of this Department shall be done in a thoroughly unified and cooperative way, with entire readiness on the part of each Board to have an agent under any one Board do common work for all three within the scope of the Department.

4. The Department shall have frequent conferences to plan its work with the Home Department Secretary of the Foreign Board, and with the Secretary of the Home Board and of the Freedmen's Board having similar responsibilities.

5. The Department of Missionary Education shall have at least quarterly conferences with the Department of Young People's Work or Religious Education of the Board of Publication, to outline and discuss with coordinate responsibility, the general curriculum, policies and plans of campaign; the Missionary Department them to have entire charge of the missionary section of the curriculum and the missionary features of the work, and the Department of Young People's Work or Religious Education to charge charge of all the rest.

6. That the Mission Study Secretaries of the Women's Boards of Home and Foreign Missions be considered Associate Secretaries of this Department of Missionary Education, and that they be called to meet with the Secretaries of the Department annually at the time of the General Assembly, in order that the whole missionary educational work may be planned unitedly and carried on without waste and with the largest measure of efficiency.

7. That the distribution of the expense budget of the Department and the question of equitable division of the salaries of the Secretaries be left for determination later as the relative value of the work of the Department to the three Boards shall be ~~#####~~ revealed.

Council action, June 18, 1912, Item 4.

The recommendation of staff conference June 11, 1912, was amended slightly, and adopted as follows:

"The Mission Study Secretaries of the Women's Boards of Foreign Missions and those Secretaries of the Woman's Board of Home Missions and of the Women's Department of the Freedmen's Board to whom general oversight of mission study class work is assigned, shall be known as Associate Secretaries of the Presbyterian Department of Missionary Education if so desired by their Boards. This does not include Synodical or Presbyterial Mission Study Secretaries, but only Secretaries of the Women's Boards with mission study.

"It is understood that the relation of the Secretaries of these Women's Boards as Associate Secretaries of the Department of Missionary Education in no way alters their present relation to their respective Women's Boards, and lays upon these Boards no additional expense except for the attendance of the Secretary on any meeting of the Council of the Department to which her Board may decide to send her. To the present duties of the Secretaries shall merely be added that of a close advisory and cooperative relation to the Department of Missionary Education.

"The Associate Secretaries shall not be expected to attend the regular Council and Staffmeetings of the Presbyterian Department of Missionary Education, but it is desirable that they attend that annual meeting of the Council of the Department at which policies and plans for the coming year are under discussion, and such other meetings as they shall be invited by the Council to attend."

Excerpt "Minutes of the Council, June 27, 1912: Last Paragraph:

"Mr. Millikin reported the receipt of a letter from Mrs. F. S. Bennett most cordially approving the action of the Council June 18th as submitted to the Woman's Board of Home Missions, and appointing Mrs. Gildersleeve and Mrs. Potter to represent the Woman's Board of Home Missions as Associate Secretaries of the Presbyterian Department of Missionary Education.

Excerpt, "Minutes of the Council, November 26, 1912, Item 3.

"The request of the Women's Boards of Foreign Missions that a representative of their Boardsmeet with the Council of the Presbyterian Department of Missionary Education was taken up. It was voted that we invite the six Women's Foreign Boards and Societies to elect one representative to be a member of the Council of the Presbyterian Department of Missionary Education. It was also voted that we invite the Woman's Home Board to elect a representative to be a member of the Council of the Presbyterian Department of Missionary Education. It was felt that this action would facilitate a more complete cooperation between the Women's Boards and the Presbyterian Department of Missionary Education, a thing to be desired from the standpoint of efficient work. It was also voted that Dr. Halsey and Mr. Millikin act as a committee to meet with the Foreign Board women for a conference to explain the previous actions of the Presbyterian Department of Missionary Education and the policy of the Department."

Excerpt, Minutes of the Council, January 24, 1913: "A letter from Miss Julia Fraser, announcing the appointment of Mrs. M. J. Gildersleeve to be a member of the Council of the Presbyterian Department of Missionary Education, representing the Woman's Board of Home Missions, was read, and Mrs. Gildersleeve was most cordially welcomed."

165 Cooper Avenue,
Upper Montclair, N. J.

Jan.
24th,
1913.

Dear Mrs. Waid:-

A careful re-reading of the Minutes of Annual Meeting calls my attention to a motion that escaped me when I read these early in the Summer. There were so many things then that claimed notice that in some way I neglected to make note of this one.

On page 118 of those Minutes I find that it was moved and carried that "The Chairman of Committee (on Incorporation) be empowered to formulate and add to the Working Plan, as part of Article IX, a request that the Board of Home Missions confer with the Woman's Board in regard to undesignated gifts from women." Doubtless you will recall the discussion that is to be found on pages 38 to 42 of the Minutes.

As corrected copies of the Working Plan are now being prepared could you formulate this thought at once and send it to Miss Fraserrto be added to Article IX? I should be very glad as we want to get everything in that should be there.

This is only a hurried business note this time.

Cordially yours,

M.K.W.

January 27th, 1913.

Dr. Charles L. Thompson,
156 - 5th Ave.,
New York City.

My dear Dr. Thompson:-

I have been re-reading the Minutes of the last Annual Meeting of the Woman's Board and am surprised to find the following, that escaped my attention when I read those last summer, and that seems to have escaped the memory of those who were present at the time.

After each Article of the Plan of Work had been considered, some adopted and some referred to New York for final action, a motion was made that "The Plan of Work as amended, including the parts referred to the Board for final adjudication, be accepted." When this was put and voted on it was "adopted."

This seems to put quite a different aspect on the whole question. I further found that the copies that we have been using were not quite correct in accordance with the actions taken, so correct ones are being made and will be substituted for the others. This Plan having been adopted as a whole no change, except in Articles V, Vl, Vll, X, Xl, Xll, Xlll, XlV referred to the Board for further action, can be made without going back to Annual Meeting and asking for reconsideration.

The two horns of the dilemma seem equally uncomfortable. The effect of asking a reconsideration

after this has passed the Board of Home Missions and the Woman's Board in Annual Meeting, will be very bad and will lead to untold discussion. There are at Annual Meeting these days women who think and know - and also talk.

The other alternative is that of making such changes as are desired in above Articles, and presenting these to the Woman's Board for approval - no action on the Plan as a whole is needed in view of the Action at Annual Meeting.

The few changes could be made quickly and the Plan could be ready for Board meeting on Feb. 4th - just to read and pass on the the few Articles relating to administration.

If you deem this the best thing to do will you take the Plan from "the table" and appoint a time to settle the details, please?

It seems to be thoroughly understood that the transfer of work necessary to bring this into effect may cover aperiod of four or five years, so we should not need to move in such a way as to disarrange the work to its harm. The Plan would work mostly in regard to the establishment of new work.

In view of my previous acquiescence in making changes this letter may seem remarkable - it is entirely due to the discovery of the above quoted motion for adoption of whole Plan.

Believe me,

Yours very cordially,

Dictated but
not read.

me as a butterfly of fashion.

I hope your resolutions will be kept
pickwick and that you will soon be back
to Kissimmee as ever. Don't get too thick with
Frieda Wise Company or the Wise.
If you meet any additional jobs, I will hand over
my Kissimmee College girl to you. I have nearly
lost my mind over that case and the end is not
yet. Give my kindest regards to your
Aged niece, Cordially yours,

Ira Nail.

ONE LEXINGTON AVENUE
GRAMERCY PARK
NEW YORK

January 30 - 1913.

My dear Mrs. Bennett:

The Prudential Association is
a mutual insurance Co. and
Miss Fuller left
[illegible]

Woman's Foreign Board of New York only in their case their different elements have not been well held together. The idea appeals to me because already we are finding the overlappings of all these branches and one general clearing house would save the Board embarrassment. With dear precise Miss Allis at the head of the Westminster Guild affairs, I think there will be less complication there but I am not hopeful about the Student work in trying out this new plan. That was one reason I felt very strongly we ought to keep Mrs. Potter's office with us and keep as strong a hold as possible on her. You know she is taking special instruction in all the branches of our Home Mission work. I do wish Mr. Allaben had more of a gift in enthusing people - it is so hard to get things from him in her line - He is not unwilling, is very kind but absolutely calm and unmoved to offer interesting facts etc. He has even accused me - me of being too sentimental over anecdotes etc. That is on a par with Mrs. Charles Thompson's satire at a tea - introducing

ONE LEXINGTON AVENUE
GRAMERCY PARK
NEW YORK

Jan 26-1913

My dear Mrs. Bennett:

The plan of work has gone through (as many Lands and not with so many Changes, judging from the ref. I hear, that I do not feel it would be nice for me at this date to do any formulating of any thing.

That motion at General Assembly merely contemplated hastening what we supposed then was a definite and decided plan that would immediately go into force - I do not know any thing at all about the new plan to be presented and I must beg permission to refrain from any further action on it -

I was rejoiced to know from Miss Petrie that you were decidedly better. You were sadly missed from our long week of conferences and there were many inquiries about you.

Hoping that these lovely days will still further hasten your recovery, I am

Cordially yours

Eva Field.

Action of Joint Conference at Meeting held January 31st, 1913.

Present: Dr. Thompson, Mr. Olin, Miss Fraser, Miss Fish, Mrs. Gildersleeve, Mr. Allaben. Miss Patrick.

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After careful consideration and prolonged deliberation the Joint Conference at a meeting held January 31st, 1913, adopted the following recommendations relative the Plan of Work, in response to the action of the Woman's Board of Home Missions in executive session at the Annual Meeting, Louisville, Kentucky, May 15th-20th, 1912:

That the plan as passed by the Board of Home Missions at the meeting held Thursday, May 19th, 1912, be adopted with the following revisions:

FIRST. Article 111. That the following be added: The adjustment of the work as required by Articles 11 and 111 shall be made as rapidly as conditions will permit.

SECOND. That in place of Article X the following be adopted: The receipts of the Woman's Board shall be separated by the Treasurer into (a) receipts for current work; (b) receipts for specials not included in Annual Budget; (c) receipts for buildings, to be deposited in the Trust Company; (d) receipts for Freedmen.

THIRD. That in place of Articles X1, X11, X111 and X1V the following be adopted as Article X1: The Treasurer of the Board of Home Missions shall make payments from the accounts of the Woman's Board only on duly certified requisitions. The Treasurer of the Home Board shall make a monthly detailed statement to the Treasurer of the Woman's Board of receipts and expenditures on the Woman's Board account, and also on request at any time give any other information he may possess as to the accounts and finances of the Woman's Board, so that the Woman's Board may be regularly and fully informed as to the condition of their financial affairs. Any funds becoming available for the Woman's Board by sale of property or otherwise shall at once be reported to said Board.

FOURTH. Relative Article 1X, the Woman's Board at the Annual Meeting voted that the Chairman of the Committee on Incorporation be empowered to formulate and add to the plan of work as a part of Article 1X a request that the Board of Home Missions confer with the Woman's Board in regard to undesignated gifts from women, and the following addition was presented by the Chairman of said Committee to Joint Conference, but it did not meet with the approval of the Conference: "And it is further suggested that, in the case of legacies or gifts from women, where such legacies or gifts are not specially designated or not given under such circumstances as to make the designation understood, there shall be conference between the officers of the two Boards as to the possible use of such funds for the work of the Woman's Board."

Your attention is now called to the Plan as presented at Annual Meeting with the record of action taken on each article ad seriatim. The Plan presented is identical with that adopted by the Board of Home Missions, May 9, 1912, with the exception of Article VIII, and your attention will be called to the difference in the wording when that article is reached. The pages referred to in this presentation are those of the Minutes of the Annual Meeting.

WORKING PLAN FOR HOME BOARD AND WOMAN'S BOARD

The Woman's Board is a responsible, producing, administrative Board under the general guidance of the Assembly's Board and the General Assembly. It is a component part of that complex whole known as the Board of Home Missions of the Presbyterian Church in the U.S.A., has its fixed responsibilities as to fields of labor and the administration of its office and field work. It also has its authorized powers for securing funds and its national organization of Women's synodical, presbyterial and local societies.

I The general work of Home Missions includes, respectively, the work of evangelization and the work of schools and hospitals.

(Adopted; p.91)

II The Home Board shall carry on all the work of evangelization, aiding and maintaining churches and outstations, including such Bible training work as may be necessary to supply such churches and outstations with properly qualified ministers and helpers; also such community work as is done by Bible Readers, district nurses or trained workers of any kind whose efforts are of necessity correlated to the work of the pastor and whose work shall be under his guidance.

(Adopted; p.95)

III The Woman's Board shall conduct all school work (except that noted in Article II) and all hospital work wherever located, and medical work wherever located, except as done by district nurses serving as pastor's assistants.

(Adopted with amendment to include Mrs. Bennett's paragraph, which reads as follows:"Only such community work as is done in connection with schools under the Woman's Board where the worker is a teacher or responsible to the superintendent of the school only, or in communities where there is no pastor and the worker can be responsible to the Woman's Board without bringing about any conflicting of authority." p.101)

N.B. It should be noted in connection with this article that the Joint Conference asks ~~for~~ that the following ~~amendment~~ note be added, which it understands does not conflict in any way with the spirit of the discussion at the Annual Meeting: "The adjustment of the work as required by Articles II and III should be made as rapidly as conditions will permit."

IV The Annual Budget of the Woman's Board shall be prepared and submitted to the Joint Conference in February, and to the School Committee and Woman's Board in time for submission to the Home Board at its Annual Meeting.

(Adopted; p.101)

V There shall be regular Joint Office Conferences to which shall be submitted all questions in which there may be any joint interest. To this conference shall also be submitted all important matters needing adjustment on mission fields. The recommendation of the Joint Office Conference shall be submitted to the Woman's Board and thereafter to the School Committee and the Board of Home Missions.

(Referred to Woman's Board in New York with power to act; p.105)

VI There shall be appointed annually a committee consisting of not less than six members, three of them chosen by the Board of Home Missions and three by the Woman's Board, who with the officers of both Boards shall constitute the School Committee. This Committee shall act on all matters pertaining to the School Department, including requests for new work not included in the budget, and for aid in excess of the proportionate sum named in the Annual Budget for such fields, the committee to report to the Boards for action thereon.

(Referred to Woman's Board in New York with power to act; p.105)

VII In order that the Woman's Board may be held fully responsible for the School Department it is recommended that Section 1, Article III, of the By-Laws of the Board of Home Missions be amended by the omission of "a Superintendent of Schools," and that the selection of such superintendent be the duty of the Woman's Board, subject to the Home Board's approval.

(Referred to Woman's Board in New York to investigate and act upon; p.107. This action amended, p.108, to read as follows:"We refer this matter to the Woman's Board in New York for investigation as to the relation of this Superintendent to the Home Board.)

VIII (1) Properly to supervise, develop and co-ordinate the school work, one field superintendent shall be appointed to have supervision of the mountain field, the salary and duties of such officer to be adjusted by the Committee on Appointments.

(As adopted by Board of Home Missions, May 9, 1912)

(2) To establish work in the mission fields is of comparative simplicity. To properly supervise, develop and co-ordinate this work is more difficult. Long range supervision from New York to the distant fields must be more or less nominal but the appointment of field superintendents would provide an effective medium through which fields might be brought into close touch with the Board; therefore, we recommend for the testing of this plan the appointment of a superintendent for the Mountain Field, the salary and duties of such superintendent to be adjusted by the Committee on Appointments.

(As presented at Annual Meeting; adppted; p.114)

N.B. In effect (1) and (2) are practically the same, the substantial difference being that (1) makes specific recommendation for the appointment of one field superintendent while (2) recognizes the possible need of several.

IX That the Home Board be requested that whenever and wherever the form of bequest by which it may receive legacies or residuary gifts be printed, these announcements be followed by the form of bequest by which the Woman's Board may legally receive similar gifts.

(Adopted, p.114, with the following added: That the Chairman of the Committee be empowered to formulate and add to the Working Plan as part of Article IX a request that the Board of Home Missions confer with the Woman's Board in regard to undesignated gifts from women.)

N.B. You will recall that this is the action referred to in the ~~third~~ fourth recommendation of the Joint Conference as not meeting with its approval.

X The receipts of the Woman's Board shall be separated each day by its Treasurer into (a) Receipts for current work; (b) Receipts for specials not included in the Annual Budget; (c) Receipts for buildings, to be deposited in the Trust Company; (d) Receipts for Freedmen.

(Referred to Woman's Board in New York with power to act?)

XI The Treasurer of the Home Board shall make a monthly detailed statement to the Treasurer of the Woman's Board of receipts and expenditures on Woman's Board account, and also on request at any time give any other information he may possess as to

the accounts and finances of the Woman's Board, so that the Woman's Board may be regularly and fully informed as to the condition of their financial affairs.

Any funds becoming available for the Woman's Board by sale of property or otherwise shall at once be reported to said Bœrd (and entered on their books.)

(Referred to Board in New York with power to act.)

XII Loans when needed by the Woman's Board shall be sought only upon the formal request of the Treasurer of the Woman's Board stating the amount of loan.

(Referred to Board in New York with power to act.)

XIII Any net balance to the credit of the Woman's Board at the close of any fiscal year shall be transferred to their credit for the new fiscal year. Any deficit shall be settled by a note signed by the Treasurer of the Woman's Board when she is so authorized by formal note of the Woman's Board. Such notes to be with interest and payable when the Woman's Board is in funds which may properly b e used for that purpose.

(Referred to Board in New York with power to act.)

XIV The Treasurer of the Board of Home Missions shall make payments from the accounts of the Woman's Board only on duly certified requisitions. Such requisitions as to all matters pertaining to the School Department shall be certified by the Superintendent of Schools and duplicates of such requisitions shall be duly filed with the Treasurer of the Woman's Board.

Requisitions for all administrative expenses, supplies, etc., shall be certified by the Treasurer of the Woman's Board. All details as to power of certification in the absence of any officers shall be adjusted by the Treasurers and Superintendent of Schools and be on record in the office.

(Referred to Board in New York with power to act.)

The question being put, it was agreed that the Working Plan, including the parts referred to the Board, be adopted; p.119.

WORKING PLAN FOR HOME BOARD AND WOMAN'S BOARD.

As amended by Joint Conference, January 31st, 1913.

As adopted by Woman's Board Feb 9, 1913 and by the Board of Home Missions Feb. 13, 1913

The Woman's Board is a responsible, producing, administrative Board under the general guidance of the Assembly's Board and the General Assembly. It is a component part of that complex whole known as the Board of Home Missions of the Presbyterian Church in the U. S. A., has its fixed responsibilities as to fields of labor and the administration of its office and field work. It also has its authorized powers for securing funds and its national organization of Women's synodical, presbyterial and local societies.

1. The general work of Home Missions includes, respectively, the work of evangelization and the work of schools and hospitals.

11. The Home Board shall carry on all the work of evangelization, aiding and maintaining churches and out-stations, including such Bible training work as may be necessary to supply such churches and out-stations with properly qualified ministers and helpers; also such community work as is done by Bible readers, district nurses or trained workers of any kind whose efforts are of necessity correlated to the work of the pastor and whose work should be under his guidance.

111. The Woman's Board shall conduct all school work (except that noted in Article 11) and all hospital work wherever located, and medical work wherever

located, except as done by district nurses serving as pastor's assistants. The adjustment of the work as required in Articles ll and lll shall be made as rapidly as conditions will permit.

lV. The Annual Budget of the Woman's Board shall be prepared and submitted to the Joint Conference in February, abd to the School Committee and Woman's Board in time for submission to the Home Board at its Annual Meeting.

,V. There shall be regular Joint Office Conferences to which shall be submitted all questions in which there may be any joint interest. To this conference shall also be submitted all important matters needing adjustment on mission fields. The recommendation of the Joint Office Conference shall be submitted to the Woman's Board and thereafter to the School Committee and the Board of Home Missions.

Vl. There shall be appointed annually a committee consisting of not less than six members, three of them chosen by the Board of Home Missions and three by the Woman's Board, who with the officers of both Boards shall constitute the School Committee. The Committee shall act on all matters pertaining to the School Department, including requests for new work not included in the Budget, and for aid in excess of the proportionate sum named in the Annual Budget for such fields, the committee to report to the Boards for action thereon.

Vll. In order that the Woman's Board may be held fully responsible for the School Department it is recommended that Section 1, Article lll of the By-Laws of the Board of Home Missions be amended by the omission of "a Superintendent of Schools", and that the selection of such superintendent be the duty of the Woman's Board, subject to the Home Board's approval.

Vlll. Properly to supervise, develop and co-ordinate the school work one field superintendent shall be appointed , to have supervision of the mountain field, the salary and duties of such officer to be adjusted by the Committee on Appointments.

lX. That the Home Board be requested that whenever and wherever the form of bequest by which it may receive legacies or residuary gifts be printed, these announcements be followed by the form of bequest by which the Woman's Board may legally receive similar gifts.

X. The receipts of the Woman's Board shall be separated by the Treasurer into (a) receipts for current work; (b) receipts for specials not included in the Annual Budget; (c) receipts for buildings, to be deposited in the Trust Company; (d) receipts for Freedmen.

Xl. The Treasurer of the Board of Home Missions shall make payments from the accounts of the Woman's Board only on duly certified requisitions. The Treasurer of the Home Board shall make a monthly detailed statement

to the Treasurer of the Woman's Board of receipts and expenditures on Woman's Board account, and also on request at any time give any other information he may possess as to the accounts and finances of the Woman's Board, so that the Woman's Board may be regularly and fully informed as to the condition of their financial affairs. Any funds becoming available for the Woman's Board by sale of property or otherwise shall at once be reported to said Board.

WORKING PLAN FOR HOME BOARD AND WOMAN'S BOARD.

As adopted by Woman's Board February 4, 1913, and by the Board of Home Missions, February 13, 1913.

The Woman's Board is a responsible, producing, administrative Board under the general guidance of the Assembly's Board and the General Assembly. It is a component part of that complex whole known as the Board of Home Missions of the Presbyterian Church in the U. S. A., has its fixed responsibilities as to fields of labor and the administration of its office and field work. It also has its authorized powers for securing funds and its national organization of Women's synodical, presbyterial and local societies.

I. The general work of Home Missions includes, respectively, the work of evangelization and the work of schools and hospitals.

II. The Home Board shall carry on all the work of evangelization, aiding and maintaining churches and out-stations, including such Bible training work as may be necessary to supply such churches and out-stations with properly qualified ministers and helpers; also such community work as is done by Bible readers, district nurses or trained workers of any kind whose efforts are of necessity correlated to the work of the pastor and whose work shall be under his guidance.

III. The Woman's Board shall conduct all school work except that noted in Article II and all hospital work wherever

located, and medical work wherever located, except as done by district nurses serving as pastor's assistants. The adjustment of the work as required in Articles II and III shall be made as rapidly as conditions will permit.

IV. The Annual Budget of the Woman's Board shall be prepared and submitted to the Joint Conference in February, and to the School Committee and Woman's Board in time for submission to the Home Board at its Annual Meeting

V. There shall be regular Joint Office Conferences to which shall be submitted all questions in which there may be any joint interest. To this conference shall also be submitted all important matters needing adjustment on mission fields. The recommendation of the Joint Office Conference shall be submitted to the Woman's Board and thereafter to the School Committee and the Board of Home Missions.

VI. There shall be appointed annually a committee consisting of not less than six members, three of them chosen by the Board of Home Missions and three by the Woman's Board, who with the officers of both Boards shall constitute the School Committee. This Committee shall act on all matters pertaining to the School Department, including requests for new work not included in the Budget, and for aid in excess of the proportionate sum named in the Annual Budget for such fields, the committee to report to the Boards for action thereon.

VII. In order that the Woman's Board may be held fully responsible for the School Department it is recommended that Section 1, Article III of the By-Laws of the Board of Home Missions be amended by the omission of "a Superintendent of Schools", and that the selection of such superintendent be the duty of the Woman's Board, subject to the Home Board's approval.

VIII. Properly to supervise, develop and co-ordinate the school work one field superintendent shall be appointed, to have supervision of the mountain field, the salary and duties of such officer to be adjusted by the Committee on Appointments.

IX. That the Home Board be requested that whenever and wherever the form of bequest by which it may receive legacies or residuary gifts be printed these announcements be followed by the form of bequest by which the Woman's Board may legally receive similar gifts.

X. The receipts of the Woman's Board shall be separated by the Treasurer into (a) receipts for current work; (b) receipts for specials not included in the Annual Budget; (c) receipts for buildings, to be deposited in the Trust Company; (d) receipts for Freedmen.

XI. The Treasurer of the Board of Home Missions shall make payments from the accounts of the Woman's Board only on duly certified requisitions. The Treasurer of the Home Board shall make a monthly detailed statement to the Treasurer of the Woman's Board of receipts and expenditures on Woman's Board account, and also on request at any time give any other information he may possess as to the accounts and finances of the Woman's Board, so that the Woman's Board may be regularly and fully

informed as to the condition of their financial affairs. Any funds becoming available for the Woman's Board by sale of property or otherwise shall at once be reported to said Board.

WORKING PLAN for HOME BOARD and WOMAN'S BOARD.

To the end that the essential unity of the Board of Home Missions and the Woman's Board of Home Missions may be manifested, and that the greatest efficiency of each may be secured, the following agreement between these Boards shall take effect when approved by each Board:-

I The general work of home missionsincludes, respectively, the work of evangelization and the work of schools and hospitals.

II The Home Board shall carry on all the work of evangelization, founding and maintaining churches and missions, including such Bible training work as may be necessary to supply missions with properly qualified ministers and helpers.

III The Woman's Board shall conduct all school work (except that noted in Article II) and all hospital work wherever located.

IV The Annual Budget of the Woman's Board shall be prepared and submitted to the joint office conference not later than April 1st, and to the Woman's Board and School Committee in time for submission to the Home Board at its Annual Meeting.

V To the joint office conference shall be regularly submitted by the Superintendent of Schools all questions of policy, all new work, all requests for aid in excess of the proportionate sum named in the Annual Budget for such fields. The recommendations of the joint conference thereon shall be submitted to the Woman's Board and by the Woman's Board to the School Committee.

VI The receipts of the Woman's Board shall be separated each day by its Treasurer into (a) Receipts for current work; (b) Receipts for Specials not included in the Annual Budget; (c) Receipts for buildings to be deposited in the Trust Company.

VII Payments shall be made by the Treasurer of the Home Board on account of the Woman's Board upon the receipt of vouchers for service as granted and for the expenses of administration as authorized. Payments for other items shall be made when approved by such Heads of Departments as the Woman's Board shall appoint.

The Treasurer of the Home Board shall make a monthly detailed statement to the Treasurer of the Woman's Board of receipts and expenditures on Woman's Board account, and also on request at any time give any other information he may possess so that the Woman's Board may be regularly and fully informed as to the condition of their financial affairs.

VIII Loans when needed by the Woman's Board shall be sought only upon the formal request of the Woman's Board stating the amount of loan and for what purpose it is to be used, and when approved by the Finance Committee of the Home Board.

IX Any balance to the credit of the Woman's Board at the close of the fiscal year shall be transferred to their credit for the new fiscal year. Any deficit shall be settled by a note signed by the Treasurer of the Woman's Board when she is so authorized by formal vote of the Woman's Board. Such notes to be without interest and payable when the Woman's Board is in possession of funds which may properly be used for that purpose.

END OF ROLL # 2

CERTIFICATE OF AUTHENTICITY

This is to certify that the records contained on this microfilm are the actual records of the

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The records were microfilmed in their entirety, and their integrity was maintained by microfilming the documents in the exact order in which they were found.

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